

1998
***MA EMPLOYEE WELL-BEING
AND SATISFACTION SURVEY***

Executive Summary

***OFFICE OF MANAGEMENT AND ADMINISTRATION
Office of Business Management, MA-1.4***

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EXECUTIVE SUMMARY

The Office of Management and Administration (MA) has continued to make significant progress in 1998 in accomplishing its strategic goals and commitments related to the manner in which it meets the needs of its customers for best value and timely delivery of high quality products and services. The foundation of these improvements is the alignment and employment of MA's most important resources—specifically its human resources. Since 1997, the annual Employee Well-Being and Satisfaction Survey has been used to track progress in meeting MA goals for improving the well-being and overall satisfaction of its employees. This assessment tool gauges attitudes and opinions of MA employees in the areas of leadership, performance management, work environment, communication, training and employee development, recognition and climate. The survey results are only one form of information available to MA employees and managers as they laid plans for organizational improvements.

While these results are welcome, the value of the survey is derived from the improvement actions taken in response to employee feedback. Each organization within MA has received a briefing book and most have been briefed on the results of its employees opinions and attitudes. This summary identifies some of the key themes raised by MA employees; a more extensive compilation of on findings will be prepared along with other individualized reports on specific topic areas.

The 1998 survey responses are down overall and in each MA organization. We received a total of 169 (29%) survey responses compared to 230 (37%) in 1997. Of the 169 responses, the split by gender is about equal with 54 percent male and 46 percent female. These figures are similar to the responses on the 1997 survey (49% males and 51% female) and are representative of the overall make-up of the MA workforce which is 53% male and 47% female. In fact, most of the survey demographics are consistent with the overall MA workforce. For instance:

- Approximately 79 percent or 117 respondents work downtown while the remaining 21 percent (31) are in Germantown
- More than 82 percent (126) are over 40 years of age
- More than 60 percent or 96 respondents have 21 or more years of Federal Service; of these 56 percent were males and 44 percent females

Overall Average Satisfaction

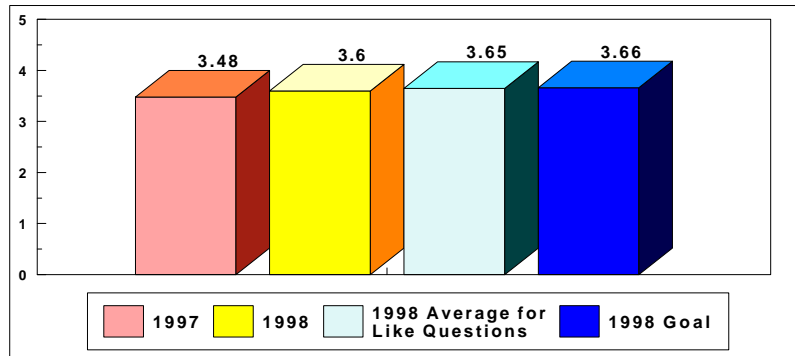
Aside from the demographics, the survey results illustrate improvement in several areas including work environment, training and employee development, and climate. Overall, employee satisfaction increased from 1997 to 1998, whether measured as the average ratings on the 5-point scale or as the percentage of employee ratings that were 4 or 5. Figure I-A1 shows that the average employee satisfaction increased slightly in 1998 to 3.60, a 3-percent increase.

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This rating was the same rating received in 1998 for average customer satisfaction and MA customers, including internal MA employees. A comparison of only like survey questions on both the 1997 and 1998 surveys show that the average satisfaction rating was higher than the overall rating—3.65 for 1998.

Figure I-A1

1998 MA Employee Satisfaction Survey Average Employee Satisfaction by Year



Proportion of Respondents

Overall, 59% of all employee satisfaction ratings were 4 or 5 on a 5-point scale, and only 20 percent of employee respondents had negative responses. Only 19 of the 81 employee well-being questions had less than 50% in the 4 or 5 categories and none had over 88%. The following table which lists those questions with over 80% satisfaction ratings of 4 or 5 suggests the clear importance MA employee place on these well-being indicators that affect their daily work lives and morale.

Table I-A1

Top Satisfaction Ratings in 1998 MA Employee Survey	
Question	Percent of 4 and 5 Responses
I look for ways to expand my professional knowledge	88%
I receive written performance appraisals once a year	84%
I know what skills I need to complete my work	84%
Email is an excellent communication tool	83%
Alternative Work Schedules are accepted in my office	83%
My supervisor respects my personal commitments	81%

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Besides these, the median (middle) person responding to the survey “strongly agreed” on the following:

- C I have an Individual Development plan (82% compared to 76% in 1997) and it was updated in the last 6 months (59%)
- C Attended training in the last two years (88 percent)
- C I have not had a training request denied in the last two years. (66%)
- C I have not been treated unfairly due to race, gender, etc. within the past two years (75%)
- C I have not been a target of reprisal in the past two years
- C Sense of accomplishment is one of the three values most important to me

In addition those items with a median score of “5”, a majority of respondents agreed or strongly agreed on the following summative statements:

- C Leaders in my office care about what customers think of our products and services (74%)
- C I understand my office's mission (80%), how it fits in the MA strategic plan (70%) and how my position fits relates to the mission of MA (79%)
- C I know what is expected of me (75%)
- C My performance appraisals are fair (71%)
- C I am satisfied overall with MA communications (58%)
- C I am satisfied overall with training and development (58%)
- C I am satisfied with my work environment (physical, workstation, tools, etc.) (70%)
- C I have the necessary authority (71%) and decision-making ability (75%)
- C I believe I am fully utilized (60%)
- C My own morale is good or excellent (50%)
- C I am satisfied with my job (62%)
- C My customers are satisfied (78%)
- C But, In five years, I won't be working in DOE (52%)

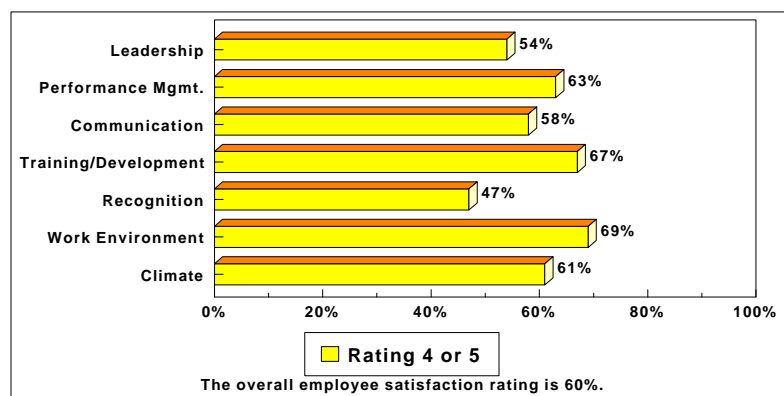
See Appendix C1 for a more detailed analysis of proportions.

Satisfaction by Category

Figure I-A2 shows that MA employees were most satisfied with the work environment (69%) and employee training and development (67%) and least satisfied with MA leadership (54%) and recognition (47%). Feedback from the last MA Corporate Recognition Ceremony and recent changes in MA's Corporate Recognition Program show improvement in this area.

Figure I-A2

1998 MA Employee Satisfaction Survey **Employee Satisfaction by Category**

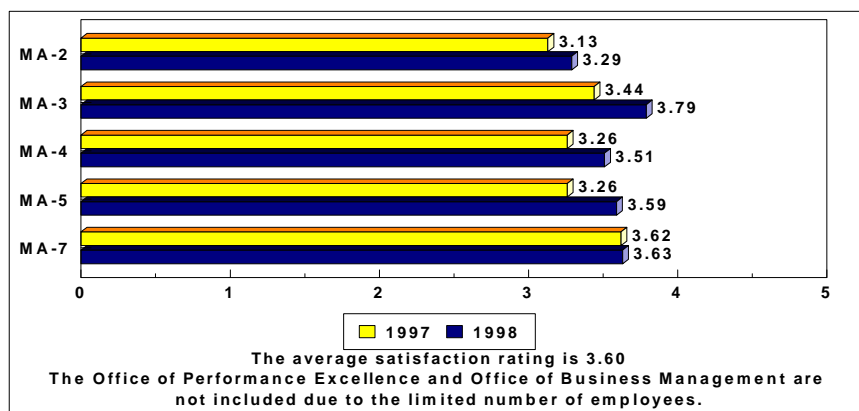


Satisfaction by MA Organization

All MA organizations improved in 1998. Across the MA community, employees in the Offices of Human Resources Management and Executive Secretariat were most satisfied with MA this year (Figure I-A3).

Figure I-A3

1998 Employee and Customer Satisfaction **Average Satisfaction by Organization and Year**



Comparisons with Other Sources of Data

A recent survey of Federal employees conducted by the National Partnership for Reinventing Government (NPR) to determine how well their agencies are implementing change indicate that MA may be doing better than DOE and other Federal agencies. In Table I-A2, we compared specific survey questions that are similar on both the MA and NPR surveys to identify areas where MA is higher and those which present opportunities for improvement. Where data was available, we also compared private industry organizations. Since only two questions were exactly the same, additional interpretation of the NPR results and more industry comparisons will be performed to determine the relevance of these findings and further actions.

Table I-A2

Comparison of MA Employee Survey Results vs. NPR Survey and Private Industry Norms (Proportion of Respondent who Checked a Positive Response - 4's or 5's)				
MA Question/NPR Question	MA	DOE	Federal Govt.	Private Industry
Service Goals for Meeting Customer Expectations/Leaders Care about Customers	74%	73%	75%	N/A
Supervisors and Team Leaders understand and support employees' family/personal life responsibilities/My supervisor respects my personal commitments	81%	72%	65%	N/A
Differences among individuals are respected and valued/People of all backgrounds are treated fairly in my office	72%	60%	62%	N/A
My organization has made reinvention a priority/Leaders in my Office are involved in quality activities	53%	38%	36%	N/A
At the place I work, my opinion seems to count/my supervisor values my ideas and opinions	67%	58%	51%	N/A
Employees receive the training they need to perform their jobs (OJT, Conferences)/My supervisor provides OJT related opportunities	58%	58%	54%	N/A
In the past two years, I have been given more flexibility in how I have accomplish my work/	71%	49%	46%	N/A
How satisfied are you with your job?	62%	60%	62%	62%
How satisfied are you with the recognition you receive?	44%	40%	42%	45%

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Attachment 1

SUMMARY OF DATA

<u>CATEGORY</u>	<u>SURVEY QUESTIONS</u>	<u>RESPONSE PROPORTION (%)</u>			<u>AVERAGE</u>
		Negative 1's & 2's	Neutral 3's	Positive 4's & 5's	
Leadership	Leaders in my Office are involved in quality activities	21	25	53	3.49
	Leaders in my Office value a diverse workforce	19	26	56	3.59
	Leaders in my Office communicate MA Mission	21	26	53	3.50
	Leaders in my Office care about what customers think	10	16	74	4.06
	Leaders in my Office are not afraid to create new idea's	28	18	54	3.33
	Leaders in my Office are collaborators	27	18	56	3.44
	Leaders in my Office manage by fact	32	17	52	3.31
	Leaders in my Office lead by example	35	21	45	3.14
	MA's structure promotes efficiency	22	25	53	3.43
	Satisfaction w/ MA leadership overall	33	20	47	3.10
	Total Leadership	25	21	54	3.44
Performance Management	My position is classified accurately	35	14	51	3.23
	My performance standards received timely	30	14	57	3.45
	My performance standards clearly defined	21	19	60	3.61
	I know what is expected of me in my job	15	11	75	3.96
	I receive written performance appraisals once a year	9	6	84	4.30
	My performance appraisals are fair	17	12	71	3.90
	My performance appraisals give me guidance	27	19	54	3.41
	Satisfaction w/ performance management issues overall	28	22	50	3.27
	Total Performance Management	23	15	63	3.64
Communication	I understand my office's overall mission	6	14	80	4.15
	I understand mission in relation to strategic plan	12	19	70	3.94

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<u>CATEGORY</u>	<u>SURVEY QUESTIONS</u>	<u>RESPONSE PROPORTION (%)</u>			<u>AVERAGE</u>
Training and Development	I understand how my position relates to mission	9	12	79	4.14
	My supervisor communicates expectations of me	24	14	62	3.61
	My supervisor welcomes my input	20	15	64	3.78
	I receive feedback from supervisor regularly	33	18	49	3.30
	Two way communication between supervisor and me	25	14	60	3.60
	I receive information on topics of concern	23	22	54	3.54
	MA Newsletter	17	28	55	3.56
	Town Hall/ All hands meetings	22	30	48	3.32
	E: Mail	5	11	83	4.26
	Customer Feedback Bulletin Board	30	29	41	3.14
	Individual Office Staff Meetings	25	18	58	3.48
	Quality Board/ MA-1 Meeting Minutes	25	32	43	3.24
	Fellow Co-Workers	12	30	57	3.64
	Face to face management interaction	22	24	55	3.51
	MA Homepage on Internet	27	32	41	3.19
	MA Strategic Plan	27	31	43	3.18
	Satisfaction w/ MA communication overall	18	30	52	3.41
	Total Communication	20	22	58	3.58
	My supervisor understands my career goals	21	25	54	3.52
	My IDP is accurate	7	21	72	4.02
	My IDP is being implemented	15	26	59	3.65
	My supervisor assisted in IDP development	34	15	50	3.18
	My IDP is tied to my office's needs	11	12	78	3.97
	My IDP meets my individual needs	10	18	72	3.98
	My IDP serves as a tool in my career development	22	26	53	3.48
	I look for ways to expand my prof. knowledge	4	7	88	4.40
	My supervisor provides OJT related opportunities.	21	21	58	3.56

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<u>CATEGORY</u>	<u>SURVEY QUESTIONS</u>	<u>RESPONSE PROPORTION (%)</u>			<u>AVERAGE</u>
Recognition	I know what skills I need to complete my work	7	9	84	4.21
	Info. on training opportunities. is available	12	18	70	3.94
	Satisfaction w/ MA training and issues overall	20	23	58	3.50
	Training and Development Total	15	18	67	3.79
	My Supervisor recognizes and rewards my accomplishments	34	21	45	3.15
	My Supervisor usually tells me when I am doing good	25	21	53	3.44
	My Supervisor utilizes non-monetary awards to reward employ.	36	17	47	3.13
	My Supervisor recommends monetary awards in equitable manner	37	22	41	2.98
	Monetary performance awards in my office are tied to MA Plan	35	28	37	3.01
	Recognition I receive motivates me to improve my performance	36	16	49	3.23
	I receive praise from my co-workers regularly	16	33	52	3.57
	MA Corporate Recognition Program is valuable tool	27	24	48	3.28
	How satisfied are you overall w/ recognition	37	19	44	3.00
	Recognition Total	31	22	47	3.21
Work Environment	Physical conditions in my office are conducive to providing safe and productive environment	16	13	70	3.85
	I have the necessary tools to do my job	12	10	78	4.09
	I believe that computer workstation support is adequate	21	18	61	3.65
	I am provided the opportunity. to take safety ed. to do my work safely	15	24	61	3.76
	Satisfaction w/ work environment issues overall	15	15	70	3.81
	Work Environment Total	16	15	69	3.84
Climate	The procedures in my office are generally effective	17	27	57	3.56
	Management in my office has taken steps to eliminate non-value systems	24	27	49	3.43

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<u>CATEGORY</u>	<u>SURVEY QUESTIONS</u>	<u>RESPONSE PROPORTION (%)</u>			<u>AVERAGE</u>
General Opinions	I am given the authority to perform my duties and responsibilities	15	14	71	3.92
	I am given the decision-making ability to meet my customers needs	13	12	75	3.96
	I believe I am fully utilized	22	18	60	3.60
	My usual work day is challenging	17	19	64	3.73
	Alternate Work Schedules (AWS) are accepted in my office	10	7	83	4.26
	My supervisor respects my personal commitments outside the office	11	8	81	4.22
	There is a fair workload distribution among employees in my office	38	18	44	3.04
	My supervisor values my ideas	16	16	67	3.80
	People of all backgrounds are treated fairly in my office	19	9	72	3.92
	How would you rate the moral in your office	40	31	29	2.74
	How would you rate your own morale	21	29	49	3.39
	I have <i>not</i> been treated unfairly either by a co-worker or my supervisor because of my race, gender, sexual orientation, age or religion within the last two years while employed in MA	16	9	75	4.14
	<i>Note: The scale for this question was reversed on the original questionnaire. We added the "not" statement.</i>				
	Satisfaction with Climate issues overall	27	31	41	3.17
	Climate Total	21	18	61	3.66
General Opinions	How Satisfied are you with your job	13	26	62	3.71
	How Satisfied do you think your customers are	6	16	78	3.97
	How satisfied are you with MA overall	22	31	46	3.30
OVERALL TOTAL	General Opinions Total	14	24	62	3.66
		21	20	59	3.59